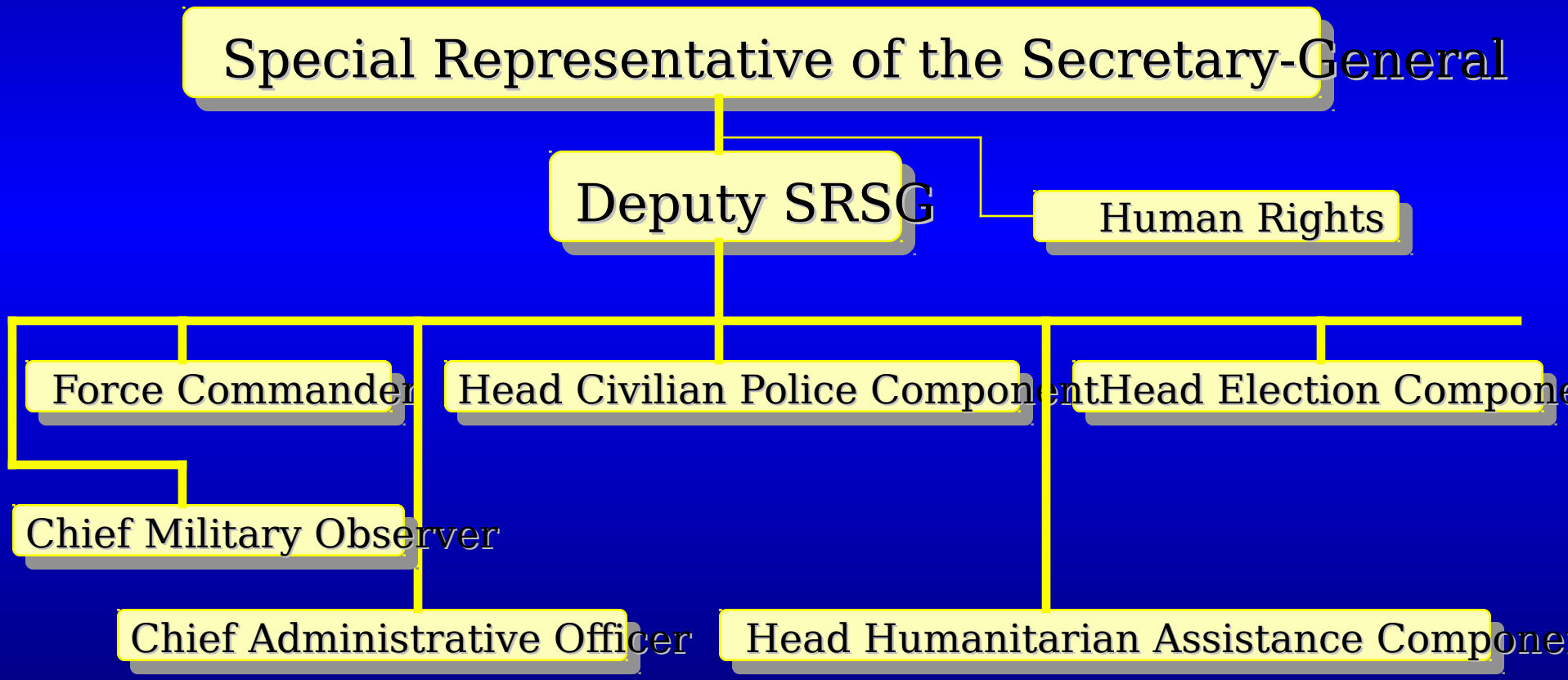
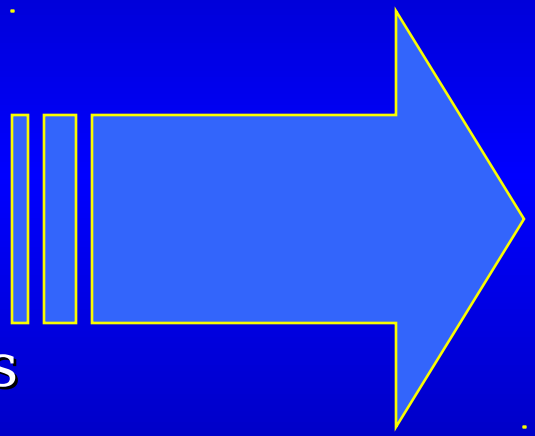
Players II
Military-Civilian Cooperation

BASIC STRUCTURE PEACEKEEPING MISSIONS

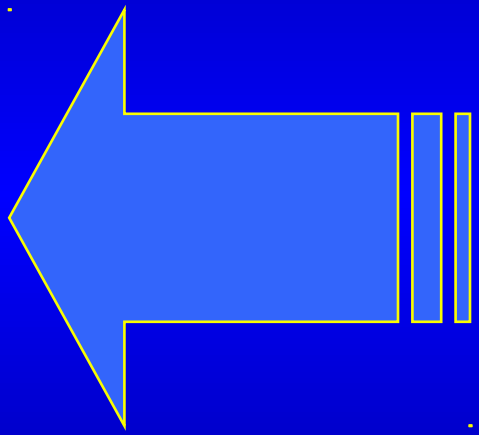


- Political/Diplomatic
- Civilian Administrators
  - International Staff
  - Mission Staff
  - Local Employees
  - Contractors
- NGO Personnel
- Humanitarians
  - UN Agencies
  - Governmental Orgs
- Human Rights
  - UN / Other
- Civilian Police
- Election Officials



Military

CIVILIANS



- Commanders
- Staff Officers
  - Headquarters
  - Contingents
- Units
- Military Observers
- International Units
  - Military Police
- Support Structures
  - Logistics
  - Transport
  - Financial
- External Military
  - Airlift

SRSG

- (Delegation from the Secretary-General)
- Head of Mission
- Political Aspects of Mission
  - execute the Security Council Resolution
  - manage the Mandate
  - plan to achieve End State
- Provides Leadership to Mission
- Coordinate Overall Effort
- Conduct Aspects of Peacemaking

Force Commander

- Advises SRSG on Military Issues
- Provides Leadership to the Military Forces
- Exercises Command of Forces
- Executes Military Mission
- Issues Guidance to Commanders
- Responsible for Discipline and Conduct
- Mission Planning
  - operations; intelligence; force protection
- Develops ROE

Chief Administrative Officer

- Provides Leadership to Admin Component
- Field and Administrative Support
- Advises the Head of Mission (SRSG)
- Plans and Forecasts
- Management / SOPs
- Fiscal Accountability
- Budget Control
- Budget Estimates/Reconciliation

Police Commissioner

- Provides Leadership to the CivPol Component
- Responsible for Conduct of Police Mission
- Advises the SRSG/Force Comd
- Organization to Support Mission
- Responsible for Police Discipline
- Issues SOPs, Guidance, Job Descriptions
- Plans / Deployment / Redeployment
- Authority is more limited

Humanitarian Coordinator

- Authority
  - does not imply command
- International Coordination
  - main point of contact
  - lead in policy/planning/info sharing
  - allocates tasks
  - coordinates funding efforts
- Field Coordination
  - provides guidance /policy advice
  - coordinates activities
  - provides admin & log support
  - acts as interface

Coordinating Issues

- Early Agreement on Responsibilities
- Familiarization with Mission and Responsibilities
- Common AORs
- Communications Protocols
- Liaison
- Joint Operations and Information
- Interagency Meetings

Relationship Issues

- Create Complementary Systems
- Avoid Parallel Structures
- Establish Mechanisms at all Levels
- Respect Existing Humanitarian Missions
- Do Not Subordinate Humanitarian to Political Considerations
- Press
- Understand Mandate at all Levels

Lessons Learned

- Successful Civilian-Military operations must start with the same mission
  - vision and goals need to be established
  - the context of the mission must be understood
  - decision is made through discussion
  - military are often in a supporting role

Lessons Learned

- Success depends on the good will and desire of the players on the ground to make the mission work.
  - quality of leadership is the key
  - developing understanding
  - willingness to be educated

- Develop a joint strategy to prevent being manipulated on the ground.
  - consensus opinion on how to proceed
  - do not strip individual agencies of their independence and autonomy

Lessons Learned

- The Operation will constantly change
  - leaders collate and direct the changes
  - technical experts provide input
  - establish what is doable
  - the analysis will continue to change

- Agree on common operating procedures
  - who is in charge in certain situations

Lessons Learned

- Be cognizant of the Operating Parameters of the Other Components.
  - both face serious operating constraints
  - civil agencies are no longer seen as neutral
  - modern staff are technically skilled, capable managers, politically adept, good analysts and excellent negotiators
  - civilians often face greater dangers than the force
  - Influence of ROE

Questions?

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